

# HUMAN PERFORMANCE TECHNOLOGY (HPT)

Richard E. Clark

Rossier School of Education  
University of Southern California



TRADOC VTC  
February 10, 2005



# Goals

When asked about Human Performance Technology (HPT) you will be able to:

1. Explain what it is and why it matters
2. Describe the 7 Steps of HPT
3. Explain how to find more information on HPT and PT certification

# What is HPT?

- NEEDS ANALYSIS ON STERIODS
- A SEVEN STEP PROCESS FOR ACHIEVING PERFORMANCE GOALS
  - STRATEGY FOR ANALYZING AND SOLVING PERFORMANCE PROBLEMS
- A NEW, ADVANCED CERTIFICATION FOR TRAINERS
- CURRENTLY USED BY NAVY AND COAST GUARD

# SO What? Why HPT?

Can you think of an Army example where people have learned how to do something but are NOT because:

- 1) They don't value doing it and/or are not confident they can succeed at it?
- 2) They are prevented because of a lack of equipment or supplies?
- 3) They don't do it because conflicting policy prevents/discourages them from doing it?

# SO What? Why HPT?

Even successful training courses do not always solve the performance problem they were designed to address

- Training solves knowledge problems
- Performance problems also influenced by:
  - A lack of motivation (values, confidence, mood)
  - Problems with supplies and equipment, and
  - Conflicts between policies or procedures

# The seven steps of performance technology



# The seven steps of performance technology

## 1. GOALS

- What PERFORMANCE goals?
  - Both Terminal and Enabling Goals
  - Short and Long-term goals
  - How are they measured?
  - Who approved or validated the goals?

# The seven steps of performance technology

## 2. STATUS

- What PERFORMANCE has been achieved
  - Measure current progress
  - Triangulate measures
    1. Survey, interview, opinion
    2. Observe unobtrusively
    3. Collect performance-related data



# The seven steps of performance technology

## 3. GAPS

Measure gaps between goals and status

- For each unit, team, individual
- Validate beyond “opinion”
- Avoid thinking about:
  - Causes
  - Solutions

# The seven steps of performance technology

## 4. CAUSES

Analyze three types of causes:

1. Knowledge – Can they do it?

- If their life is at stake?
- Avoid “memory”, focus on “application”

2. Motivation – Will they do it?

- Have they started, are they persisting?
- Are they using mental effort?

3. Do they have the equipment they need and/or do policy or procedures stop them?

# The seven steps of performance technology

## 4. CAUSES

Triangulate measures

1. Survey, interview, opinion
2. Observe unobtrusively
3. Collect performance-related data

Summarize all validated causes

# The seven steps of performance technology

## 4. CAUSES

### HOW TO DETERMINE **KNOWLEDGE** CAUSES

1. GIVE PEOPLE A GOAL-RELATED TASK TO PERFORM OR PROBLEM TO SOLVE
2. PRIME THE PUMP WITH “HOW TO START” AND SEE IF THEY CAN FINISH CORRECTLY
3. DO NOT USE MEMORY OR MULTIPLE CHOICE TESTS OF “PRIOR KNOWLEDGE”

# The seven steps of performance technology

## 4. CAUSES

HOW TO DETERMINE **MOTIVATION** CAUSES:  
THREE PROBLEMS:

1. PEOPLE ARE NOT STARTING SOMETHING
2. THEY ARE NOT PERSISTING ONCE THEY START
3. THEY ARE NOT USING ENOUGH “MENTAL EFFORT”  
AND SO ARE MAKING MISTAKES BUT NOT TAKING  
RESPONSIBILITY (OVERCONFIDENT)

# The seven steps of performance technology

## 4. CAUSES

Things we do to damage learner motivation:

- Give them less time to answer a question
- Give them answers, or calling on others
- Praising them less for success than high achievers
- Paying less attention to them or interacting with them less frequently.
- Calling on them less often.
- Demanding less

# The seven steps of performance technology

## 4. CAUSES

### HOW TO DETERMINE EQUIPMENT/POLICY CAUSES:

- Do people have essential supplies and equipment
  - When and where they need them?
  - Conflicting procedures for ways to reach same goal
  - Rewards for achieving lower priority goals or avoiding the goal? Is everyone on the same page?
  - Are mixed and conflicting messages sent about goal priorities?
  - Is the process for achieving the goals adequate?

# The seven steps of performance technology

## 5. SOLUTIONS

Match solutions to causes

- Knowledge gaps require training
- Motivation requires value and confidence
- Policy/procedure require process change

Integrate solutions

Translate for unit culture

- Analyze past practices



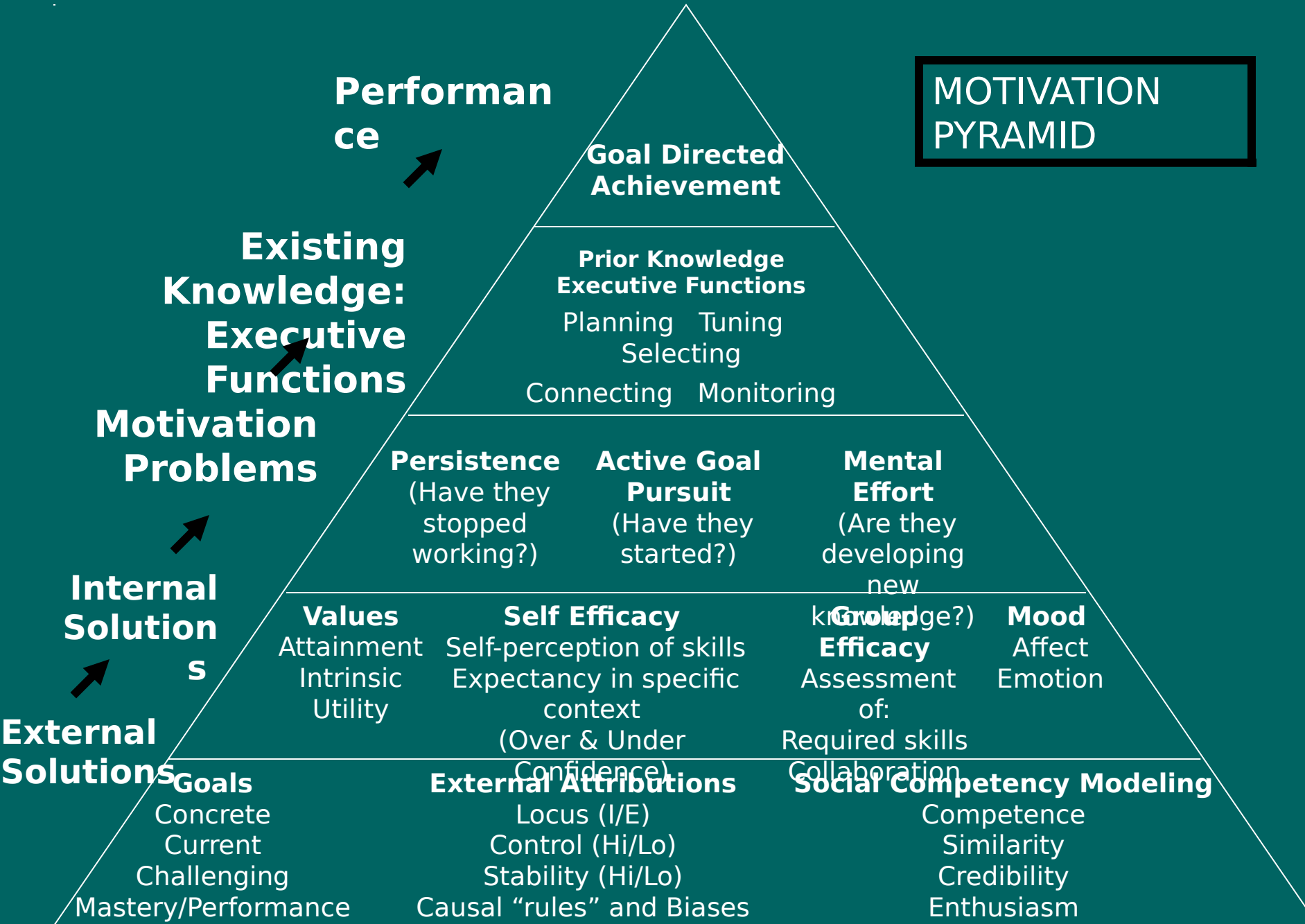
# The seven steps of performance technology

## 5. SOLUTIONS

Motivation solutions:

We use a “motivation pyramid” as a  
Job aid for motivation solutions

MOTIVATION  
PYRAMID



# The seven steps of performance technology

## 5. SOLUTIONS

### Goals

1. Action (not simply intention)
2. Persistence (in the face of distractions)
3. Mental Effort (to learn new things)

### Internal Solutions

- Self efficacy (Believe in yourself; effort is everything)
- Values (personal interest, skills, utility)
- Mood (learn to control negative moods)

# The seven steps of performance technology

## 5. SOLUTIONS

### Goals

1. Action (not simply intention)
2. Persistence (in the face of distractions)
3. Mental Effort (to learn new things)

### External Solutions

- Goals (concrete, challenging, current, mastery)
- Attributions (Controllable – effort not ability)
- Models (similar, credible, competent, positive )

# The seven steps of performance technology

## 6. IMPLEMENT

Stage implementation in different units

- Pretest – implement – post test – modify
- Improve solution with experience
- Fully integrate evaluation
- Assume you will make mistakes that can be corrected

# The seven steps of performance technology

## 7. EVALUATE

Four level HPT evaluation

1. Are they motivated to use the solution?
2. Did it work during implementation?
3. Are they using it after implementation?
4. Did it close the gap?

# The seven steps of performance technology



# Where to find more information

## **URL's describing Human Performance Technology:**

### **Performance Technology Center (US Coast Guard)**

**<http://WWW.USCG.MIL/TCYORKTOWN/PTC/index.shtm>**

**<http://www.uscg.mil/hq/g-w/g-wt/g-wtt/g-wtt-1/index.htm>**

### **HPT in Health Care (USAID)**

**<http://www.pihealthcare.org/news.htm>**

### **The US Navy (Human Performance Center)**

**<https://www.spider.hpc.navy.mil>**



**Where to find more  
information**

**URL's describing Human Performance Technology**

**The International Society for Performance Improvement (ISPI)**

**<http://www.ispi.org>**

**Certification for Performance Technologists from ISPI**

**<http://www.certifiedpt.org/>**

**American Society for Training and Development**

**[http://www.astd.org/astd/resources/performance\\_improvement\\_com](http://www.astd.org/astd/resources/performance_improvement_com)**

## Where to find more information

URL's describing Human Performance Technology

Read a chapter in Clark's book on HPT –  
The book

<http://www.cepworldwide.com/Itemdetail.asp?CatID=1&ProductID=2>

The chapter

[http://www.cepworldwide.com/pdf/tr01\\_final.pdf](http://www.cepworldwide.com/pdf/tr01_final.pdf)

# HUMAN PERFORMANCE TECHNOLOGY (HPT)

Richard E. Clark

Rossier School of Education  
University of Southern California



TRADOC VTC  
February 10, 2005

